



DCMA Manual 3201-01

Corporate/Sustainment Alliance Networks

Office of Primary Responsibility**Corporate Assessment Capability****Effective:**

December 21, 2017

Releasability:

Cleared for public release

Implements:

DCMA-INST 3201, "Corporate Integration"

Internal Control:

Process flow and key controls are located on the Resource Page

Labor Codes:

Located on the Resource Page

Resource Page Link:<https://360.dcma.mil/Sites/Policy/CA/SitePages/3201r.aspx>**Approved by:**

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Purpose: This issuance, in accordance with the authority in DoD Directive 5105.64:

- Implements policy established in DCMA Instruction 3201
- Provides and defines procedures for the establishment and execution of both a Corporate Alliance Network and Sustainment Alliance Network

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SECTION 1: GENERAL ISSUANCE INFORMATION

1.1. APPLICABILITY. This issuance applies to all DCMA organizational elements involved in Corporate Alliance Networks (CANs) or the Sustainment Alliance Network (SAN)..

1.2. POLICY. It is DCMA policy to establish and maintain CANs and the SAN in order to integrate corporate and sustainment information for the Agency's and DoD's use. It is the intent of this Agency for our personnel to execute this manual in a safe, efficient, effective, and ethical manner

SECTION 2: RESPONSIBILITIES

2.1. CAPABILITY MANAGER, CORPORATE ASSESSMENT (CA) CAPABILITY. The CA Capability Manager must establish and provide oversight of the CAN/SAN activities.:

2.2. EXECUTIVE DIRECTOR, PORTFOLIO MANAGEMENT AND BUSINESS INTEGRATION DIRECTORATE (PM&BI). The Director, PM&BI must:

- a. Ensure relevant CAN/SAN issues and/or concerns are shared with the DCMA Director and members of the DCMA Executive Council, as appropriate.
- b. Serve as the Agency proponent for the CANs/SAN and conduit to the DCMA Executive Council and fulfill responsibilities as delegated.
- c. Assign an Action Officer to maintain this DCMA Manual to document the processes and procedures to allow for standard, repeatable work across the enterprise.

2.3. DIRECTOR, BUSINESS INTEGRATION CENTER (BIC). The Director, BIC must:

- a. Assign Tier I CAN and SAN leads.
- b. Ensure Tier I CANs/SAN are formed and executed appropriately.
- c. Establish an annual list of companies, designated by Tiers I/II/III, based upon a set of predetermined criteria. The company list is maintained on the resource page.
- d. Support the CA Capability Manager's oversight of the CANs and component CAN/SAN activities.

2.4. DIRECTOR, CORPORATE INTEGRATION GROUP (CIG). The Director, CIG must:

- a. Lead assigned CAN/SAN or designate a lead.
- b. Assist Tier II CANs as needed.
- c. Support the CA Capability Manager's oversight of CAN/SAN activities.

2.5. EXECUTIVE DIRECTOR, CONTRACTS. The Executive Director, Contracts, must ensure appropriate representatives to support the CANs/SAN are available as needed.

2.6. CORPORATE ADMINISTRATIVE CONTRACTING OFFICER (CACO) AND/OR DIVISIONAL ADMINISTRATIVE CONTRACTING OFFICER (DACO). The CACO and/or DACO must provide insight into a corporation's business systems status and any associated issues (Forward Pricing Rates or any corporate changes). The CACO supervisor should be included to maintain situational awareness and provide senior leadership support.

2.7. EXECUTIVE DIRECTOR, TECHNICAL DIRECTORATE (TD). The Executive Director, TD must ensure appropriate representatives to support the CANs/SAN are available as needed.

2.8. COMMANDERS/DIRECTORS, REGIONAL COMMANDS. The Commanders/Directors, Regional Commands must:

- a. Using the list of Tier II companies developed by the BIC, determine if a Tier II Corporation will have a CAN.
- b. For those Tier II Corporations that will have a CAN, assign a CAN leader and ensure the CAN is executed in accordance with this manual.
- c. When a corporation spans across more than one Regional Command, ensure the appropriate communication occurs among the Commanders/Directors when assigning a CAN leader.
- d. Ensure Tier II CANs are supported by the appropriate Regional Command staff.
- e. Support the BIC Director's oversight of CAN/SAN activities.
- f. Sunset Tier II CANs when appropriate.

2.9. COMMANDERS/DIRECTORS, CONTRACT MANAGEMENT OFFICE (CMO) CAN LEAD. The Commander/Director, CMO CAN Lead must:

- a. Lead assigned Tier II CANs.
- b. Provide CMO support as needed to the CAN.

2.10. COMMANDERS/DIRECTORS, CONTRACT MANAGEMENT OFFICE (CMO) CAN/SAN MEMBER. The Commander/Director, CAN/SAN Member must:

- a. Maintain awareness of applicable CANs/SAN and participate at the CMO Commander/Director discretion.
- b. Provide CMO support as needed to the applicable CANs/SAN.

SECTION 3: PURPOSE OF THE CORPORATE ALLIANCE AND SUSTAINMENT ALLIANCE NETWORK

3.1. PURPOSE OF THE CAN/SAN..

a. Corporate Alliance Network (CAN). CAN enables rapid collaboration across CMOs and functional DCMA Centers in the delivery of DCMA's Primary Capabilities in relation to a single contractor, and provides synthesized and targeted acquisition insight from integrated and aggregated data sources and consistently engages contractors in pursuit of Government interests.

b. Sustainment Alliance Network (SAN). SAN enables rapid collaboration across CMOs and functional DCMA Centers relative to buying command(s) systemic issues that impact the delivery of DCMA's Primary Capabilities, and combines synthesized acquisition insights and integrated data sources to consistently engage buying commands in pursuit of Government interests to improve supply chain performance.

SECTION 4: FORMING THE NETWORK

4.1. ESTABLISH THE NETWORK.

a. Establish CAN/SAN Lead. The Lead establishes the network; identifies key constituents; identifies corporate, sustainment, and/or business segment issues; establishes and facilitates regularly occurring network meetings; and serves as the DCMA focal point for the corporation.

b. Establish CAN/SAN Membership.

(1) Tier I and II. It is recommended a list of Commercial and Government Entity Code (CAGE) codes be established for the corporation which will aid in identifying the CMOs involved. Once an initial list is established, determining which CMOs possess the majority of the workload with the corporation is helpful in determining the appropriate CAN members. The process for identifying CAGEs and which CMOs possess the majority of the workload can be found in DCMA-MAN 3201-02, "Corporate Assessment Manual."

(a) Major Program Involvement. Commander/Director (or designee) of CMOs administering those programs identified as major programs based on DCMA-INST 3101, Program Support (PS)," and DCMA-MAN 3101-01, "PS Life Cycle Manual," should be encouraged to be part of the CAN.

(b) CMOs with the majority of the contract administration of the corporation should also be encouraged to be part of the CAN. CMOs with the remainder of the workload should be invited on a case-by-case basis.

(c) Regional Commanders, CACO/DACOs, and other functional representatives are encouraged to attend. Refer to the Order of March on the resource page of this manual for a full list of recommended attendees.

(2) SAN. Regional Commanders, geographic and resident CMO Commanders/Directors and/or Deputies are encouraged to attend.

4.2. ESTABLISH DCMA 360 SITE. Create a DCMA 360 site in order to assist in the collaboration and coordination efforts of the network. All presentations, minutes, and other documents used in the execution of the network are posted and are available to the network. Examples of current DCMA 360 sites used in existing networks can be found on the resource page for this manual.

a. It is recommended that a directory on the DCMA 360 site be established to enable participants to quickly connect with network point of contacts (POCs) and other relevant information (including CAN/SAN participants, functional meetings, databases, customer engagements, Order of March, etc.)

b. It is also recommended that a Team Discussion Library be created on the Network's DCMA 360 site. This allows for discussion to be carried out and documented outside of formal CAN or SAN meetings.

SECTION 5: CONDUCTING THE CAN/SAN MEETING

5.1. ESTABLISH MEETING FREQUENCY. To provide business information to DoD decision makers, the CAN and SAN should convene through recurring virtual meetings across the DCMA enterprise. The CAN/SAN meeting should be held on a timely basis to share lessons learned and provide feedback across the Operational Units associated with the CAN/SAN. The recommended frequency for the meetings is monthly with continuous collaboration encouraged.

5.2. COORDINATION LEAD.

a. Tier I CAN/SAN Meeting. The CIG Director or designee has primary responsibility for coordinating the execution of the recurring CAN/SAN meeting.

b. Tier II CAN Meeting. The CMO Commander designated by the appropriate Regional Command has primary responsibility for coordinating the execution of the recurring CAN meeting.

5.3. ESTABLISHING THE AGENDA.

a. Meeting Themes/Discussion Points. The Coordination Lead as identified in paragraph 5.2. has primary responsibility for determining the CAN/SAN meeting theme/discussion points. CMO Commanders or designated representatives are encouraged to nominate topics for broader discussion based on observations at their locations. Possible discussion points/meeting themes:

- (1) CA Basic Element of Information (BEI).
- (2) Possible CAN input for the Director Talking Points BEI.
- (3) New Corrective Action Requests (CARs) with potential Corporate-wide impact (Business systems issues, safety issues, etc.)
- (4) CMO Weekly Activity Report (WAR) Submissions.
- (5) New DCMA strategic initiatives.
- (6) Systemic issues across the network.
- (7) Best Practices.
- (8) New business/corporate news.
- (9) Benefits/Impact from this collaboration/What did we learn.

b. Supporting Products. Once the meeting theme is established, the CAN/SAN Coordination Lead should solicit and incorporate perspectives as well as feedback from the

Corporate Alliance/Sustainment Alliance stakeholders to stimulate the discussion of issues or insights across the network.

c. Privacy Restrictions of the Meeting and Its Contents. CAN/SAN are primarily government only collaboration at the For Official Use Only (FOUO) level. Any CAN/SAN information that is desired to be sent to the contractor for further collaboration must be approved by the CAN/SAN lead before doing so. Any contractor involvement in the CAN/SAN should be limited but is up to the CAN/SAN leader discretion.

5.4. MINUTES AND ACTION ITEMS. Minutes and action items are recorded and posted to the CAN/SAN DCMA 360 page. A template for recording meeting minutes and actions is provided on the resource page for this manual.

SECTION 6: INCLUSION OF CAN INPUT INTO THE CORPORATE ASSESSMENT

6.1. DIRECTOR TALKING POINTS BEI.

a. Gathering Inputs. In preparation for the CAN meeting, the network may update the CAN briefing slides with any pertinent data changes or vocalize discussion topics at the meeting. CAN meeting topics and discussions vary based on needs, interests, issues, data points, etc., and may result in insights and perspectives that should be elevated to the senior leadership level. Operational Units, CMOs, CACOs/DACOs may provide feedback and discussions during the CAN meeting that result in these areas of emphasis.

b. Documenting Inputs. The Corporate Integrator (CI) will be attentive for any such information that would be of relevancy to the Director and will annotate said information for possible inclusion in the Director's Talking Point slides contained in the BEI. (The Director's Talking Points Template is located in the BEI blue prints repository with a link provided on the resource page for this manual.) The CI will coordinate with the CMO for any additional input as required or needed.

GLOSSARY

G.1. DEFINITIONS.

BEI. A set of standard measures and information packages that form the basis of consistent CA.

CAGE. A unique identifier assigned to suppliers to various government or defense agencies, as well as to government agencies themselves and also various organizations. CAGE codes provide a standardized method of identifying a given facility at a specific location.

CAN. A forum of DCMA entities which discuss issues, best practices, and performance of a specific corporate entity.

SAN. A forum of DCMA entities which discuss sustainment issues, best practices, and performance of specific corporate entities.

Tier I/II/III Contractor. A contractor identified in the Business Integration Group's annual list of companies, designated by Tiers I/II/III, and are based upon a set of predetermined criteria. The contractor list is maintained on the resource page.

GLOSSARY

G.2. ACRONYMS.

BEI	basic element of information
BIC	business integration center
CA	corporate assessment
CACO	corporate administrative contracting officer
CAN	corporate alliance network
CAGE	commercial and government entity code
CI	corporate integrator
CIG	corporate integration group
CMO	contract management office
DACO	divisional administrative contracting officer
PM&BI	portfolio management and business integration
PS	program support
SAN	sustainment alliance network
TD	Technical Directorate

REFERENCES

DCMA Instruction 3101, "Program Support," July 28, 2017
DCMA Instruction 3201, "Corporate Integration," December 21, 2017
DCMA Manual 3101-01, "Program Support Life Cycle," October 23, 2017
DCMA Manual 3201-02, "Corporate Assessment," TBD
DoD Directive 5105.64, "Defense Contract Management Agency (DCMA)," January 10, 2013